

## **PROFESSIONAL SOCIAL NETWORKING: AN INCLUSIVE SOCIAL ACTIVISM BEHAVIOUR SYNDROME ADDING UP EMPLOYEES' CAREER COMPETENCE**

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### **ABSTRACT**

Global social frontiers are becoming more porous and enterprises are evolving their competitive strategies to align with socialstrata. Research relentlessly kindles enterprises' human resourcesas sustainable value to enhance competitive advantage. The engine of this value is competencies owned and demonstrated by talent. Across the world, a growing number of organisations haverecognised the importance of defining employee social competencies to derive talent competitiveness. Few others are eager to develop their competency framework and fit them to their specific needs. Enterprises and its talent canmutually benefit by being able to articulate simple and credible tools tomeasure the emerging professional socionetworking activism behaviour. Employees' enhance their employability and endure practical demonstration of their competence as evidence at workplace and often in official social work gatherings.

The purpose of this research study is to explore how professional socio networking [PSN] endures career management opportunities for individuals and employees in their selection for new jobs and for career growth opportunities including promotion respectively. To establish the impact of PSN on talent management process, a pragmatic approach is taken by reaching out to large section of professionals across the planet and this paper empirically establishes its strategic importance of this unknown syndrome for greater understanding. This research paper propounds a three factor model of iSABs [inclusive Social Activism Behaviour syndrome] as an action tool linking talent to professional socio networking activism competencies and an instrument to stimulate dialogue among the enterprises, professionals and academia.

### **Hypothesis**

Professional Socio Networking Activism influences career outcomes such as increased job opportunities, promotions, and career satisfaction globally.

### **Design/Methodology/Approach**

Usage of literature survey, quantitative analysis of the responses received from over 1000 professionals across 50 countries. The findings are presented with reference to universal competency model and talent management processes.

### **Practical Implications**

The empirical results provide a strong support for the hypothesis and the three factor model of measuring the impact of inclusive social activism behaviour syndrome [iSABs] on employees' career competence. This study is contemporary and strategic and hence, will be among a few of its kind. It will provide a valuable input for organizations, employees and institutions, as it dissects the new tacit valuation of talent and explains the constituents of iSABs having

bearance on talent management processes.

**KEYWORDS:** Social Activism, Networking Behavior, Professional-Socio-Networking, Competency Framework and Talent Management

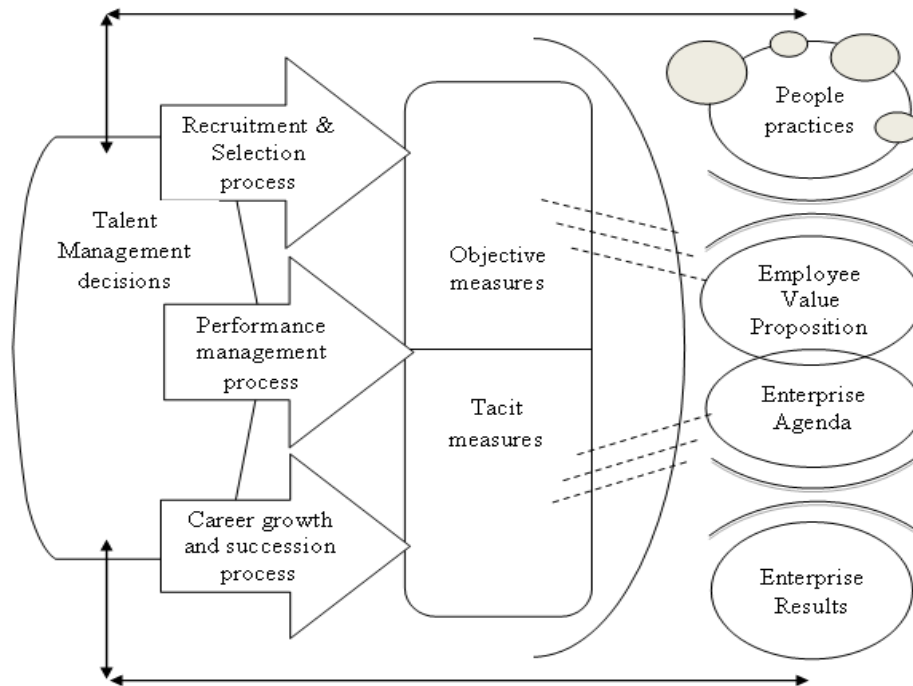
### **Papertype**

Empirical research paper based on primary meta-data sources.

## **INTRODUCTION**

Fiona et.al, 2006, argued that networking creates identity of individuals, namely the 'networked professional', which is crucial to attain career advancement. World economies have constantly grown over the years regardless of intermittent downtrends. Partnering countries flourished by sharing their intellectual capital by auguring their social capital networks. With technology supporting the speed of collaboration, professional social networking among working professionals developed significance for exchange of business knowledge, competence and collaborative growth. Networking is thus a goal-directed behavior and is sophisticated practice of social behavior. Professional socio networking competence facilitates the access to business intelligence information and enhances employees' social capital to facilitate improved enterprise performance. This research paper examines the convergence of employee's role based competence and professional socio networking competence at three levels of management – senior management, middle management and front line. Enterprise performance is linked to employee engagement and people competence [Pradeep & Suman, 2014]. The design of the strategic HR talent management processes is an essential necessity to define the organization's employee value proposition. Succession development and career planning are the irrefutable priority for employees' engagement [Aon Hewitt, 2013], as they are the most celebrated programs for an employee.

The varying nature of enterprise agenda and organizational urgencies accelerates the need to evolve or adapt the talent managements' competency framework by inclusion of diverse and emerging employee competencies. Managers and decision makers are critical for promoting multi-level collaborative relationship and building effective teams. These competencies are harnessed by managers in 'tacit' and unwritten programs well before they are crystalize as 'objective' measures to judge talent while recruiting new employees or deciding career growth for an existing employee [Boudreau, 2005]. PSN competence is often a 'tacit' decision. Professional socio networking activism is defined as the key competency to cultivate networking competencies for increased job performance, access to varied business information and enduring career success.



**Figure 1: Talent Management Process Alignment with Enterprise Agenda**

## RESEARCH APPROACH

This research papers offers empirical dimensions of how professional socio networking influences talent management processes by examining the significance of networking behaviours in industry segments and organizational hierarchy. The paper examines the opinions of over 1030 decision makers by form a web questionnaire and interviews. The survey undertaken acknowledges that the ‘tacit’ presence of professional socio networking as an expected competence of successful individuals. This tacit aspect cannot be neglected by organizations and by its leaders as PSN is no more a paper flower and has influencing pollination ability. Basing the views expressed by professionals across the world, we explore the impact professional socio networking competence against the well-established and essential role based competencies of technical expertise [TE], credentials [C] and qualification/s [Q]. The empirical and logical analysis of the responses obtained for over 8 months span from 1030 global professionals [refer table 1.0] forms the credibility of this research.

**Table 1: Respondents Profile**

Respondents [Count #]					
Industry	#	%		Country	#
Manufacturing	369	36%		India	814
Service	243	24%		Middle East	73
IT & ITeS	223	22%		Africa	52
Others	195	19%		Asia/ASEAN	39
	<b>1030</b>			International - Others	22
				US	15
India	814	79%		Europe	13
International	216	21%		Australia	2
	<b>1030</b>				<b>1030</b>

This research paper integrates the existing research and proposes directions for further study on professional socio networking competence by providing a comprehensive definition and an empirical model to measure its influence and impact on talent management processes. The research process will examine:

- Establishing correlation link among Role based competencies f{Technical Expertise, Qualification(s) and Credentials} and Professional-Socio-Networking– for Domestic [India] and International [global]
- To estimate the likely influence and variance of Role based v/s PSN Social activism competency while undertaking decisions on recruitment and career growth – for Domestic [India] and International [global]
- To estimate the relative influence of candidate's / employees' inclusive social activism behaviour on talent management decisions of [a] recruitment/selection and [b] career growth / promotion at 3 levels of proficiencies, namely, Senior management level, Middle management level and Frontline

Supporting the statistical analysis, the authors introduce three factor model of *iSABs* to establish the significance and impact of PSN on talent management processes of recruitment and career growth, namely:

- Lead *iSABs* coherent factor
- Pulse *iSABs* factor and
- Insidious *iSABs* factor.

#### Pulse *iSABs* Factor

Pulse *iSABs* factor [ $S_s$ ] provides the impetus of competence under review and its influence on the talent management decision.  $S_s$  signifies the favorable inclination of managers or decision makers on a particular talent management competence. It is determined by the following formula

$$S_s = \frac{\sum_{level=1}^n \text{favorable responses}}{\sum_{level=1}^n (\text{favorable} + \text{neutral} + \text{unfavorable responses})} \%$$

Wherein, Favorable = Weighted average on Highly Important and Important responses; Unfavorable = Weighted average on Unimportant and Very unimportant responses and levels being Senior management, middle management and front line employee cadre.

#### Lead *iSABs* Coherent Factor

Lead *iSABs* Coherent factor [ $S_p$ ] provides the existence, magnitude and the influence of competence in relation to other competencies in consideration. Higher the  $S_p$ , greater is its impact on the talent management decision process. It is determined by the following formula

$$K = \frac{\sqrt{[(\sum_i^n \text{Favorable}^2) - (\sum_i^n \text{Unfavorable}^2)]}}{\sqrt{(\sum n \text{ Survey respondent count}^2)}}$$

$$S_p = \frac{\text{Lead } iSAB \text{ coherent factor}}{\sum_{i=1}^n K}$$

Where C1 to Cn are the various competencies in perspective, in this research = 6 and  $\sum_{i=1}^{Cn} S_p = 100\%$

### Insidious iSABs Factor

Insidious iSABs factor [S<sub>R</sub>] provides the crafty nature of competence which negatively influences and has contrary influence on the talent management decision. S<sub>R</sub> signifies the unfavorable inclination of managers or decision makers on a particular talent management competence. It is determined by the following formula

$$S_R = \frac{\sum_{level=1}^n \text{Unfavorable responses}}{\sum_{level=1}^n (\text{favorable} + \text{neutral} + \text{unfavorable responses})} \%$$

Wherein Favorable = Weighted average on Highly Important and Important responses; Unfavorable = Weighted average on Unimportant and Very unimportant responses and levels being Senior management, middle management and front line employee cadre.

### Testing the Hypothesis

It is evident from table 1, that the maximum responses are from India and the fact that international responses are  $\geq 200$  makes itself a significant sample for further statistical analysis. This reasearch article uses Pearson's correlation model, descriptive statistics and multilevel analyses. The correlation coefficient 'r' is a value that ranges between +1 and -1 inclusive, where 1 is total positive correlation, 0 is no correlation, and -1 is total negative correlation. The formula for the Pearson product moment correlation coefficient, r, is:

$$r = \frac{\sum_1^n (x - \bar{x})(y - \bar{y})}{\sqrt{\sum_1^n (x - \bar{x})^2} \sqrt{\sum_1^n (y - \bar{y})^2}}$$

where,  $x$  and  $y$  are variables and  $\bar{x} = \frac{1}{n} \sum_1^n x_i$

### Hypothesis 1

**Null Hypothesis [1]:** H<sub>01</sub> - There is no correlation between the role based competencies f{Technical Expertise, Qualification(s) and Credentials} - for Domestic [India] and International [global].

Alternate Hypothesis [1]: H<sub>a1</sub> - A correlation exists among the role based competencies of domestic and International.

**Hypothesis Validation:** Table 2.0 provides the summary of the responses, correlation analysis and the statistical evaluation. Upon admistering the Pearsons' correlation analysis, it is determined that there exists a perfect and positive relationship between favourable domestic [FD] and favorable international [FI]. Also, positive and near perfect correlation exists among the variables of Unfavourable domestic [UD] and Unfavorable international [UI]. A strong negative correlation exists between the favourable and unfouvarable dimensions. It is also observed that the correlation factor  $r \neq 0$  and hence the alternate hypostesis H<sub>a1</sub> stands proven and accordingly, Nul hypothesis H<sub>01</sub> is rejected.

**Table 2: Validation of Hypothesis 1 on Role Based Competencies**

	Survey Responses - %	FD	FI	UD	UI
Role Based Competencies	Technical expertise	88%	90%	3%	4%
	Qualification(s)	72%	69%	6%	8%
	Credentials	82%	81%	4%	4%
Correlation Analysis	FD	1.00			
	FI	1.00	1.00		
	UD	-0.97	-0.97	1.00	
	UI	-0.91	-0.91	0.98	1.00
Descriptive Statistics	Standard Error	34	11	7	3
	Standard Deviation	58	19	12	5
	Confidence Level 95.0%	145	46	29	12
FD = Favorable Domestic; FI = Favorable International; UD = Unfavorable Domestic; UI = Unfavorable International Favorable - Weighted average on Highly Important and Important responses; Unfavorable - Weighted average on Unimportant and Very unimportant responses					

### Hypothesis 2.0

**Null Hypothesis [2]:**  $H_{02}$  - There is no correlation between the role based competencies f{Technical Expertise, Qualification(s) and Credentials} and Professional SocioNetworking [PSN]competency - for domestic [India] and International [global].

**Alternate Hypothesis [2]:**  $H_{a2}$  – A correlation exists among the role based and social activsim competency [PSN] of domestic and International. Hypothesis validation: Table 3.0 provides the summary of the responses and the statistical evaluation. Upon admistering the correlation analysis, it mat be observed that the correlation factor  $r \neq 0$  and hence the alternate hypostesis  $H_{a2}$  stands proven and accordingly, Nul hypothesis  $H_{02}$  is rejected. It is determined that there exists a perfect and positive relationship between favourable domestic [FD] and favorable international [FI] between the role based competencies and PSN comptency. Also, positive and near perfect correlation exists among the variables of Unfavourable domestic [UD] and Unfavorable international [UI]. A strong negative correlation exists between the fourable and unfovarable dimensions.

**Table 3: Validation of Hypothesis 2 on Role Based Competencies and PSN competency**

	Survey Responses - %	FD	FI	UD	UI
Competencies	Technical expertise	88%	90%	3%	4%
	Qualification(s)	72%	69%	6%	8%
	Credentials	82%	81%	4%	4%
	Professional Socio Networking	52%	54%	18%	13%
Correlation Analysis	FD	1.00			
	FI	0.99	1.00		
	UD	-0.98	-0.94	1.00	
	UI	-0.97	-0.98	0.93	1.00
Descriptive Statistics	Standard Error	60	15	24	4
	Standard Deviation	120	30	48	7
	Confidence Level(95.0%)	191	48	77	11
FD = Favorable Domestic; FI = Favorable International; UD = Unfavorable Domestic; UI = Unfavorable International Favorable - Weighted average on Highly Important and Important responses; Unfavorable - Weighted average on Unimportant and Very unimportant responses					

From both the tables 2.0 and 3.0, it may hence, be concluded that the views expressed by Domestic professionals from India and by International respondents from across the globe are universally common and therefore, responses of all 1030 can be considered for further empirical analysis.

## **PROFESSIONAL SOCIAL NETWORKING - AN INCLUSIVE SOCIO-ACTIVISM BEHAVIOUR SYNDROME AND ITS INFLUENCE ON TALENT MANAGEMENT**

Networking is considered as a critical competence for value-added career development [Arthur, Inkson, & Pringle, 1999]. Networking, as defined by Forret and Dougherty, 2001 is employee behaviour of socializing, engaging in professional events, community participating, increased internal visibility and maintaining contacts. This research finding suggested that professional networking generates positive career outcomes like promotions and compensation increase, job performance and enhances the overall social capital of the individuals and complements the earlier findings. The greater difference provided by this research is in providing an analytical model to substantiate the presence and influence of professional socio networking and this is the critical contribution of this research to the literature. Action planning is essential for effective development of networking skills and hence, managers are required to invest in social networking [Bryan Smith, 1989]. It should be an enterprise agenda to encourage employees to cultivate networking skills as a key management activity.

Employees are expected to demonstrate varied competencies at expected role proficiency than just being high on intellect. Today's managers are not just expected to manage business but are also measured on people skills and especially on talent management processes of recruitment, career growth, performance measurement and engagement. Most often, the experiences of these managers, who are decision makers of the talent management in their capacity, determine potential of individuals and employees not just by evaluating job performance but also on their well-roundedness which is often 'tacit'. Job performance and organizational growth are the true indicators of career growth of individuals [Abraham, Revital and Jacob, 2007] and these factors are very 'objective'. To measure the 'tacit' competencies and to establish *iSABs* as an important determinant of the talent management competency, this research adopts 3 empirical dimensions, being:

- Pulse *iSABs* factor
- Lead *iSABs* coherent factor
- Insidious *iSABs* factor

While there are several factors for considering an existing employee in the organization for a new / enhanced role or for selecting a talent as a new recruit, across organizations, the commonly used parameters are qualification, competence, technical expertise, past credentials etc.. Validation of the hypothesis has proven the existence and correlation of the 'tacit' competence of Professional-Socio-Networking [PSN] as an evident competency expected in the talent management process. Sowon Kim, 2013 described professional networking as a complex career strategy and the influence of it not consistent across spaces. To enable improved understanding, the authors used these 3 orthogonal *iSABs* dimensions, empirical tools to decipher the large meta-data at different industry segment; to derive PSN proficiency definitions across different levels in organization structure. The 3 empirical *iSABs* dimensions serve as barometers to gauge the influence of PSN by decision makers.

Shelly et.al., 2014 observed that organizations which encourage networking behaviours have improved commitment towards their organizations and when employees undertake extra ordinary external networking identify more with their profession than their employer. Hetty et.al., 2006, elaborated the competence of social networking by gender differences with regard to career satisfaction and observed that while female employees engage more in networking, the benefit on career prospects within an organization is lower when compare to their male counterparts. However, in this current research, the authors restrict the study towards gender neutrality.

### **Competency Determinants**

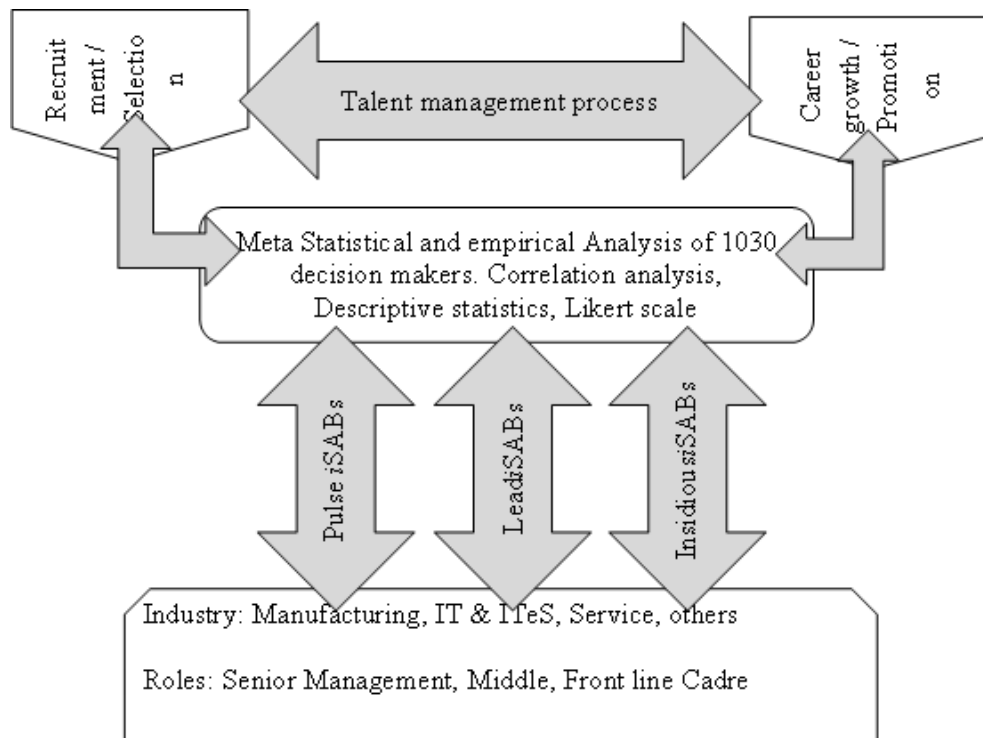
- **Technical Expertise [TE]:** Inclusive aspects of relevance of experience, technical knowledge, handled similar work and technical competence having acquired through education.
- **Credentials [C]:** Inclusive aspects of quality contribution in the earlier organizations, past performance, reward and recognitions received, number of promotions attained, record performances.
- **Qualification(s) [Q]:** Inclusive aspects of name and type of educational institute, % attained in exams, highest qualification attained etc.
- **Professional-Socio-Networking [PSN]:** Inclusive aspectsof being active on formal forums of networking through associations or member associates like confederation of Indian industry [CII], employer federations, industry-education association, networking with government officials, industry/institutional forums etc. either voluntarily or as assigned by the organization.

### **Scope of the Research Study**

This research study aided with existing literature focuses on professional socio networking [PSN] competence and its significance in talent management process at different management cadres of senior management, middle management and frontline across industry segments of manufacturing, IT & ITeS, Services and across geographies – India & International countries. Forret & Dougherty, 2004, suggested that professional networking enhances career success, both subjectively and objectively and thereby provided an evidence of existence of PSN as ‘tacit’ expected competence. Michael & Yukl, 1993 observed the improved number of career advance possibilities, which was substantiated by Langford, 2000 that socio-networking provides perceived career success. The survey responses are subjected to meta-analysis as depicted figure 2.0 using statistical techniques on the above dimensions to explore the following:

- Influence of candidate’s / employees’ PSN socio-activism on selection and promotion
- Relative significance of PSN socio-activism and role based competencies.
- ‘Tacit’ experiences at 3 different levels in the organization





**Figure 2: Scope of the Research Paper**

## EMPIRICAL ANALYSIS AND KEY FINDINGS

Sonia, 2005, mentioned that organisations are favoring employee's social compatibility and cultural fit. Competitive advantage of an enterprise depends on its employees competencies. Enterprise agenda is very fluid and hence, its people competency framework should be an inclusive one. Knowledge shared through networking leads to positive impact of strategic performance of the organization, and it requires suitable organization aided networking designs and competence development to enable such transfer of knowledge. He however, contemplated that to cultivate such networking competence, suitable and robust analysis is required.

Professional socio networking is a planned acquisition of contacts for knowledge sharing, business / job performance enhancement and professional development. It is for mutual support and gain. The research paper acknowledges that professionals across the planet warrant the existence and the need to consider PSN as an important competence. Thankfully to them, they also distinguished the eminence at different levels of organization hierarchy. Accordingly, this research paper includes two distinct studies, one at industry segment and the other at different levels of organization.

### PSN Competence Sought While Recruitment / Selection of Individuals

The decision of considering an individual as an employee is strategic and often this selection is irreversible in a short time, both for enterprise and individuals. The selection decisions are undertaken involving contrasting and complementing information which are tacit, imprecise, inadequate and objective. While the competence of technical expertise [TE] and qualification [Q] is objective, the decision makers err while gauging the competencies of credentials [C] and professional socio networking [PSN] to certain extent. Such of these need to be sought by competency based interviewing process. In this research paper, based on the responses received, it is evident from table 4.0 that candidates

with PSN as a social activism behavioral syndrome are considered favorable in their enterprises and PSN as a tacit competence is expected while recruitment / selection. Also, Recruitment  $\delta$  |  $FD_{\text{Role based}} - UD_{\text{PSN}} | = 37\%$  and  $\delta$  |  $FI_{\text{Role based}} - UI_{\text{PSN}} | = 43\%$ .

**Table 4: Competencies Sought While Recruitment / Selection of Individuals**

	Survey Responses - %	FD	FI	UD	UI
Competencies sought while Recruitment	Technical expertise	88%	90%	3%	4%
	Qualification(s)	76%	72%	6%	7%
	Credentials	81%	81%	4%	4%
	<b>Role Based Competencies</b>	<b>82%</b>	<b>81%</b>	<b>4%</b>	<b>5%</b>
	Professional Socio Networking	54%	56%	17%	13%
Correlation Analysis	FD	1.00			
	FI	-0.99	1.00		
	UD	-0.98	-0.95	1.00	
	UI	-0.96	-0.97	0.96	1.00
Descriptive Statistics	Standard Error	57	15	23	3
	Standard Deviation	115	29	47	7
	Confidence Level(95.0%)	183	46	74	11
FD = Favorable Domestic; FI = Favorable International; UD = Unfavorable Domestic; UI = Unfavorable International Favorable - Weighted average on Highly Important and Important responses; Unfavorable - Weighted average on Unimportant and Very unimportant responses					

#### PSN Competence Sought while Considering Career Growth

Hans, 2012, suggested a framework to establish relationship between employee personality traits and networking behaviours. The correlation analysis using Pearson's' model establishes a strong presence of relation between the role based competencies and PSN. Table 5.0 depicts that employees' with PSN competence have a favorable chance of being considered for career growth as  $\delta$  |  $FD_{\text{Role based}} - UD_{\text{PSN}} | = 31\%$  and  $\delta$  |  $FI_{\text{Role based}} - UI_{\text{PSN}} | = 39\%$ .

**Table 5: Competencies Sought while Considering Career Growth for Employees**

	Survey Responses - %	FD	FI	UD	UI
Competencies sought while Career Growth	Technical expertise	87%	90%	3%	3%
	Qualification(s)	68%	66%	7%	9%
	Credentials	82%	81%	4%	4%
	<b>Role Based Competencies</b>	<b>79%</b>	<b>79%</b>	<b>5%</b>	<b>5%</b>
	Professional Socio Networking	50%	53%	19%	14%
Correlation Analysis	FD	1.00			
	FI	0.99	1.00		
	UD	-0.97	-0.94	1.00	
	UI	-0.97	-0.98	0.90	1.00
FD = Favorable Domestic; FI = Favorable International; UD = Unfavorable Domestic; UI = Unfavorable International Favorable - Weighted average on Highly Important and Important responses; Unfavorable - Weighted average on Unimportant and Very unimportant responses					

#### Industry Preference of PSN Competence Sought while Recruitment / Selection

Jifeng, 2013 developed a theoretical model relating venture success and networking capability of leveraging ties / contacts. New enterprises need to leverage networking to the firm's competitive advantage for its growth, leading to recognition of its employees networking competence and rewarding them suitably.

Recruiters anticipate improved contacts gain upon addition of new talent, and this expectation is more at higher levels. Figure 3.0 portrays that, among the industry segments, service industry has the highest PSN Pulse *iSABs* followed by manufacturing industry, which indicates the favorable intent for selection of talent by these segments as compared to the IT & ITeS industry. Networking skills of professionals endure exploring new technologies, customer base and business skills. New employees provide this additional intellect. These contacts obtained from professional socio networking augur well towards success of enterprise agenda.

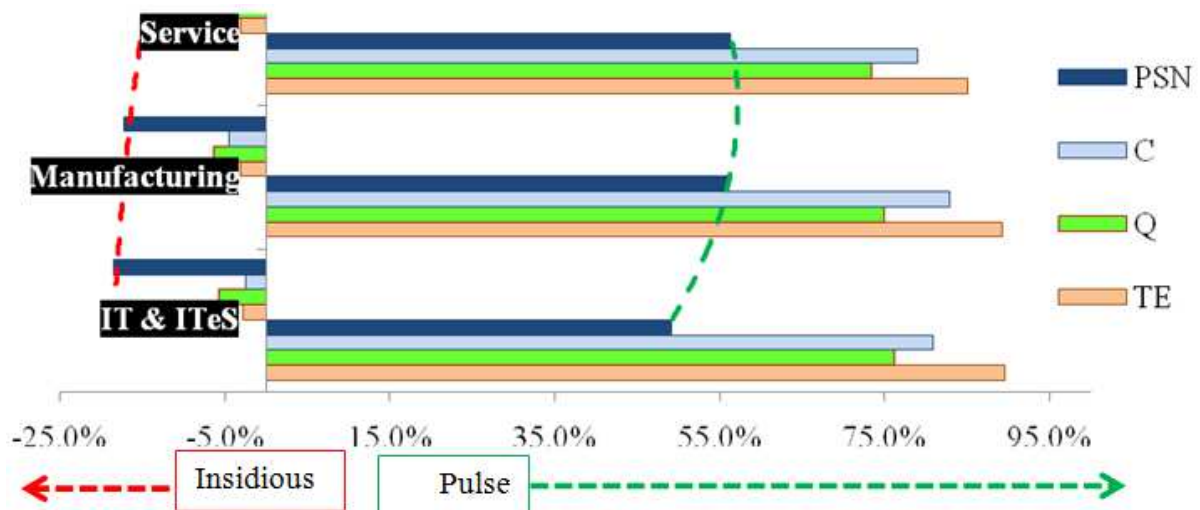


Figure 3: Industry Preference of PSN Competence Sought while Recruitment / Selection

#### Industry Preference of PSN Competence Sought while Considering Career Growth

IT and ITeS companies crave for innovation traits and constant up-gradation of their employees' technical expertise. This is due to faster rate of change and adaption of technology in IT and ITeS industries as compared to manufacturing industry. Service segment is more dependent on people skills like professional networking [PSN] skills when compared to its technology base. This aspect is observed in figure 4.0, wherein the Pulse and Insidious *iSABs* provide the trends. It may be concluded that talent management decision makers recognize PSN as an important competence while considering career growth of their employees. However, service industry cajoles PSN competence across all the cadres, while manufacturing and IT & ITeS, seem to patronize the PSN from the marketing and senior management teams.

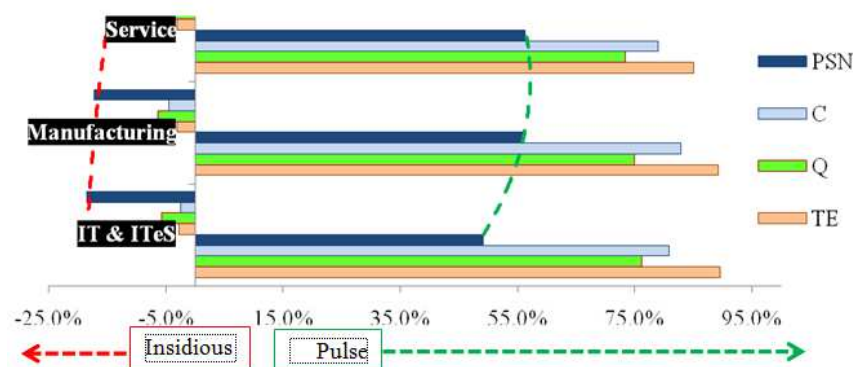



Figure 4: Industry Preference of PSN Competence Sought While Considering Career Growth

### Senior Management Cadres

Leadership greatly relies on the effectiveness of the senior management and this level is bestowed with authority and responsibility. Senior management is the succession plan for leadership position and is expected to demonstrate competencies with high degree of proficiency constantly. From the analysis of the competencies being studied in this research article, at senior management level, among the role based competencies, technical expertise [TE] is valued the most, followed by credentials [C] and qualifications [Q]. The social activism competence of professional-socio-networking [PSN] is considered as an important competence at this level of management. Table 6.0 provides the details of *iSABs* factors. The insidious *iSABs* and Lead *iSABs* closely equate with that of qualifications. Recruitments' and Career growth's

 Pulse *iSABs*<sub>PSN</sub> + Insidious *iSABs*<sub>PSN</sub> = 65% and 53% respectively, which suggests that PSN is a desirable competence at senior management level and more so at selection process.


**Table 6: *iSABs* Dimensions and Competency Based Factor Analysis Senior Management While Recruitment and Career Growth**

Senior Management	Recruitment			Career Growth		
	Pulse <i>iSAB</i> Factor	Lead <i>iSAB</i> Coherent Factor	Insidious <i>iSAB</i> Factor	Pulse <i>iSAB</i> Factor	Lead <i>iSAB</i> Coherent Factor	Insidious <i>iSAB</i> Factor
TE	91%	32%	-2%	91%	32%	-3%
Q	77%	23%	-5%	67%	23%	-8%
C	89%	30%	-2%	88%	30%	-2%
PSN	73%	15%	-8%	65%	15%	-12%

From table 6, it is conclusive that at senior management level, PSN stands as an essential competence desired by the decisions makers. The tacit belief is that candidates with higher PSN competence develop quick business contacts, which endures improved success of enterprise agenda. The insidious PSN recruitment *iSABs* for India and global countries is same, however, insidious PSN career growth *iSABs* global countries is better than that of India, which explains that global countries consider PSN competence for their employees for better career success than that of Indian companies. As discussed, employees and prospecting individuals who are and seek senior management positions, need to cultivate, develop and harness their PSN competence across industry segments and more-so in service industry.

### Middle Management Cadre

Middle management typically consists of the operational team, which translates leadership's strategies into executable actions. This linkage makes the cadre a likable one. Functional knowhow is the essential competence expected from middle management and often constitutes subject matter experts and seldom generalists. This research reinstates this philosophy, as we observe that TE Pulse and TE Lead *iSABs* for recruitment and career growth process is higher than the [Professional Socio Networking] PSN competence. Middle management largely depends on the intra-organization networking to effectively supervise the execution team. However, to augment their technical competence and employability, talent management decision makers seek PSN from middle management cadre and it is evident that PSN

Pulse *iSABs* for recruitment is higher than that of career growth  Recruitment Pulse *iSABs*<sub>PSN</sub> - Career growth Pulse *iSABs*<sub>PSN</sub> = 8%. It may be observed from table 7.0 that internationally, PSN is preferred more than that in India and is more favorable expected competence in individuals while undertaking recruitment or selection decision than career

growth decisions. Service sector entices talent with good PSN competence and reaffirms that this sector is more dependent on professional networks.

**Table 7: Middle Management Professional Socio Networking Competence**

Talent Decisions	iSABs	Domestic	Inter-national	IT & ITes	Manu-facturing	Service
Recruitment	Pulse iSABs	58%	62%	50.8%	59.5%	62.9%
	Insidious iSABs	-15%	-9%	-17.3%	-12.9%	-13.6%
Career Growth	Pulse iSABs	50%	56%	40.2%	54.2%	56.7%
	Insidious iSABs	-17%	-9%	-22.7%	-15.2%	-14.8%

### Front Line Cadre

This research article considers front line cadre as those who are professionally qualified and excludes all workmen and contract employees. Front line is a formidable workforce and their job performance is the prime driver of enterprise success. This cadre is expected to execute all the directions and job allocated within the set specified parameters. The empirical analysis of this research study summarized in the tables 8.0 and table 9.0 suggests that PSN for frontline cadre is not a primary competence. The role based competencies of technical expertise dominates the expectations, and employees indulging in PSN at an early stage of their career tend to loose for active demonstration of this competence; as the insidious iSABs is significantly high and may be counterproductive, across industry segments.

**Table 8: Competence Preference at Front Line Cadre**

Competence	Pulse iSAB Factor - Recruitment	Lead iSAB Coherent Factor - Recruitment	Pulse iSAB Factor - Career Growth	Lead iSAB Coherent Factor - Career Growth	Insidious iSAB Factor - Recruitment	Insidious iSAB Factor - Career Growth
TE	82%	38%	81%	37%	-6%	-5%
Q	70%	31%	67%	29%	-8%	-8%
C	67%	30%	70%	30%	-8%	-7%
PSN	32%	2%	34%	4%	-28%	-25%

**Table 9: Talent Management Decisions across Industry Segment at Front Line Cadre**

Talent Decisions	iSABs	Domestic	Inter-national	IT & ITes	Manu-facturing	Service
Recruitment	Pulse iSABs	32%	33%	33.3%	34.1%	30.2%
	Insidious iSABs	-30%	-22%	-26.2%	-30.9%	-26.1%
Career Growth	Pulse iSABs	34%	36%	28.7%	35.1%	33.7%
	Insidious iSABs	-26%	-22%	-28.2%	-27.3%	-23.6%

### SUMMARY FINDINGS AND CONCLUSIONS

Enterprise agenda and talent management process should be ever evolving phenomena. This relationship will augur, when the enterprise agenda works towards attaining competitive advantage and talent management processes develop inclusive and contemporary competencies. This research process undertakes a pragmatic approach defended by

empirical and statistical analysis, and signifies its contribution through novel factors of *iSABs* to assess individuals' career success, positive perceptions and the compatible preferences of the talent management decision makers on professional socio networking [PSN] competence. This research contributes to the growing literature on networking, and adds to the same by bringing additional variables of talent management processes across industry segments. The concept of PSN and *iSABs* objectivizes the 'tacit' belief as a barometer and the findings call for in-depth introspection of professionals across the world.

The key findings of this research are as follows:

- Across organizational level, technical expertise [TE] is considered as the prime and essential competence. Influence and impact of credentials [C] is superior to qualifications [Q]. Hence, individuals need to promote their TE and C while seeking their career success as these are valued competence by talent management decision makers.
- Proficiency in professional socio networking [PSN] is an essential competence at senior management level and as the level in the organization percolate downwards, the expectation of PSN is reduced. Recruitment  $\delta$  | Senior management Pulse  $iSABs_{PSN}$  - Frontline Pulse  $iSABs_{PSN}$  | = 41%.
- At frontline cadre, an individual who overrates PSN competence during the recruitment / selection process, his/her non selection chances would be 28%; [Insidious  $iSABs_{PSN}$ ] = 28%.
- Across world, PSN is a desirable competence, however, is more valued internationally than in India. Service and Manufacturing industry segments inveigles PSN. Both these aspects are depicted figure 5.0.

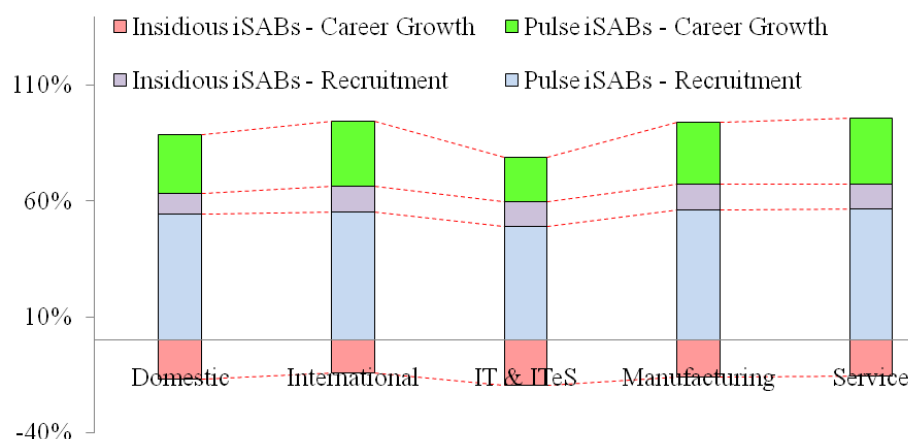


Figure 5: Key Findings of PSN

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